

## Chancellor Addresses Conference

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senior management, we should be careful to recognize the importance of managers at this level. In a real sense, this is where the action is. Middle managers, then, are the persons responsible for implementing policy. They direct and control the people, programs, budgets and operations, and in the process are required to do a great deal of decision-making, planning, and determining to strategy and tactics.

To the middle manager and to managers at all levels and to the individual faculty-staff member let me urge you, in taking responsibility for your area of work, to go the extra mile. Give more and better service than you are paid for. Find out more about your job and the job above it than you absolutely have to know. Work in a way that makes your job do more than it is expected to do for the organization that employs you. It will pay dividends.

It is a well worn cliché that the quality and reputation of any college or university depend in large measure on the faculty. Our inputs and outputs as managers should take cognizance of the very special care and feeding which faculties require in order to aid in maximizing their creativity and productivity.

The teacher, according to Erasmus, has three functions — he pleases, he teaches or instructs, he moves or inspires. Almost any teacher can please, and up to a point, almost any teacher can instruct, but only those of superb quality can INSPIRE, or as Plato puts it, throw off sparks to set fire to the tinder or posses torches to pass on to others.

In all that we do, let us not forget the central object of all of our management efforts — the student. The whole purpose of more effective management is geared to broadening opportunities for students and helping them to maximize their talents.

There is, I believe, present today on our campuses a renewed desire and thirst for knowledge, a craving to learn and to be taught. Every educated person received the inspiration of some other person or persons in their lives who kindled in them the desire for self-improvement and personal growth. It is our task, whatever our role in the management process, to help kindle and keep alive that same spark in our students and again be ever mindful that both enthusiasm and indifference are contagious.

The Student Government Association leadership can also help set the tone and example for students regarding the major institutional mission and their purpose for being at the institution.

Students must be receptive and open-minded and recognize that no one can teach them until they are ready to be taught and until they are ready to acknowledge that maybe there is something that they can learn from those who are employed to teach and guide them.

Although to some extent public confidence in higher education seems to be somewhat on the rise the demand for a greater

measure of accountability has not lessened.

What do we mean by accountability? It means simply measurable production; being able to measure and quantify your achievements for the resources expended.

The management-accountability system when properly installed will move us closer to where we need to be.

Having said those things now let me attempt to demonstrate some tangible results of our efforts.

1. The implementation of our divisional structure which should evolve ultimately into three schools and hopefully the addition of a fourth school — The Graduate School.

2. The management-accountability system — Emcompasses the entire university and will touch every area of activity. Not designed to do anyone harm but will highlight weaknesses as well as strengths.

3. The creation of a position of Provost. This will greatly enhance our ability to effectively manage the institution internally.

4. The allocation of unit budgets for the first time we have achieved a timely, clear and equitable allocation of university funds to all unit managers of the university. The Provost held a budget conference yesterday and today, the day on which we begin our academic year each unit manager knows what his or her budget is.

The Provost serves also as Vice Chancellor for Academic Affairs. Another result of our efforts has been effective response to the creation of an unexpected vacancy in the Office of Vice Chancellor for Academic Affairs by filling that vacancy with a highly competent and top drawer academic administrator.

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### Eleven New Staff Members Join FSU

New staff members joining ESU for the 1975-76 academic year are:

Dr. Ronald Smith, Assistant to the Vice Chancellor for Academic Affairs, is a recipient of the B.A. degree in Psychology from Florida A&M University, the M.A. from Northeastern University, and the Ph.D. from Purdue University.

Dr. Willis Ham, Director of the Counseling Center, is a recipient of the B.S. and the M. Ed. from South Carolina State University. He obtained the Ph.D. degree from Florida State University.

Ann L. Cory, Secretary for the Office of Continuing Education, Fort Bragg Campus, attended the University of Oklahoma and Washington School for Secretaries.

Lloyd Inman, Research Associate for Planning, Dept. of Institutional Research and Planning, graduated from N.C. A&T State University with the B.S. and M.S. degree

in educational administration.

Joyce S. Jones, secretary to the Bookstore Manager, attended Cameron State College with a B.S. degree in business education.

Victoria Brumfield, university residence assistant, received the B.S. degree from Fayetteville State University.

Annie M. Burke, university residence assistant, graduated from Fayetteville State University.

Selena Connor, Records Specialist at Fort Bragg Campus, attended Monroe Business College.

Oland Little, Admissions Office, received the A.B. degree in economics and business administration from Methodist College and the A.B. degree in sociology from Fayetteville State University.

Barbara Milton, secretary to the Athletic Director, attended Essex College of Business and Rutgers University.

Emma Terrel, Library Assistant, Chesnut Library with a B.A. degree from North Carolina Central University.

Eunice Curtis, Director of Testing and Guidance, BSW and M. Ed. from Tuskegee Institute.

Nancy Troy, laboratory Technician, received the B.S. degree from North Carolina A&T State University.

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